

California Recreation Roundtable
Southern California Pilot Project:
The San Gabriel Canyon



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Introduction

The San Gabriel Canyon is one site chosen as a pilot research area for the Southern California Pilot Project of the California Recreation Roundtable. This site was chosen for several reasons. First, it is an area that receives use by ethnic minority groups, particularly Latinos. Second, it is an area that receives so much visitation that many potential visitors are turned away from the area. And third, it is an area where several studies have been conducted and potential management actions and visitor profile changes can be measured. Study of this site meet the goals of the Southern California Pilot Project: to serve a diverse and multi-cultural population and to provide quality outdoor recreation experiences. Because the ethnic profile of California is changing, and it is expected that "ethnic minority" populations are increasing, it is important to study areas where this use already occurs; in part, to plan for future usage by ethnic group members. It is hoped that the information learned from the pilot study of this Canyon will serve as a guideline for all natural resource agencies and businesses providing recreation services to ethnic minorities in California now and into the future.

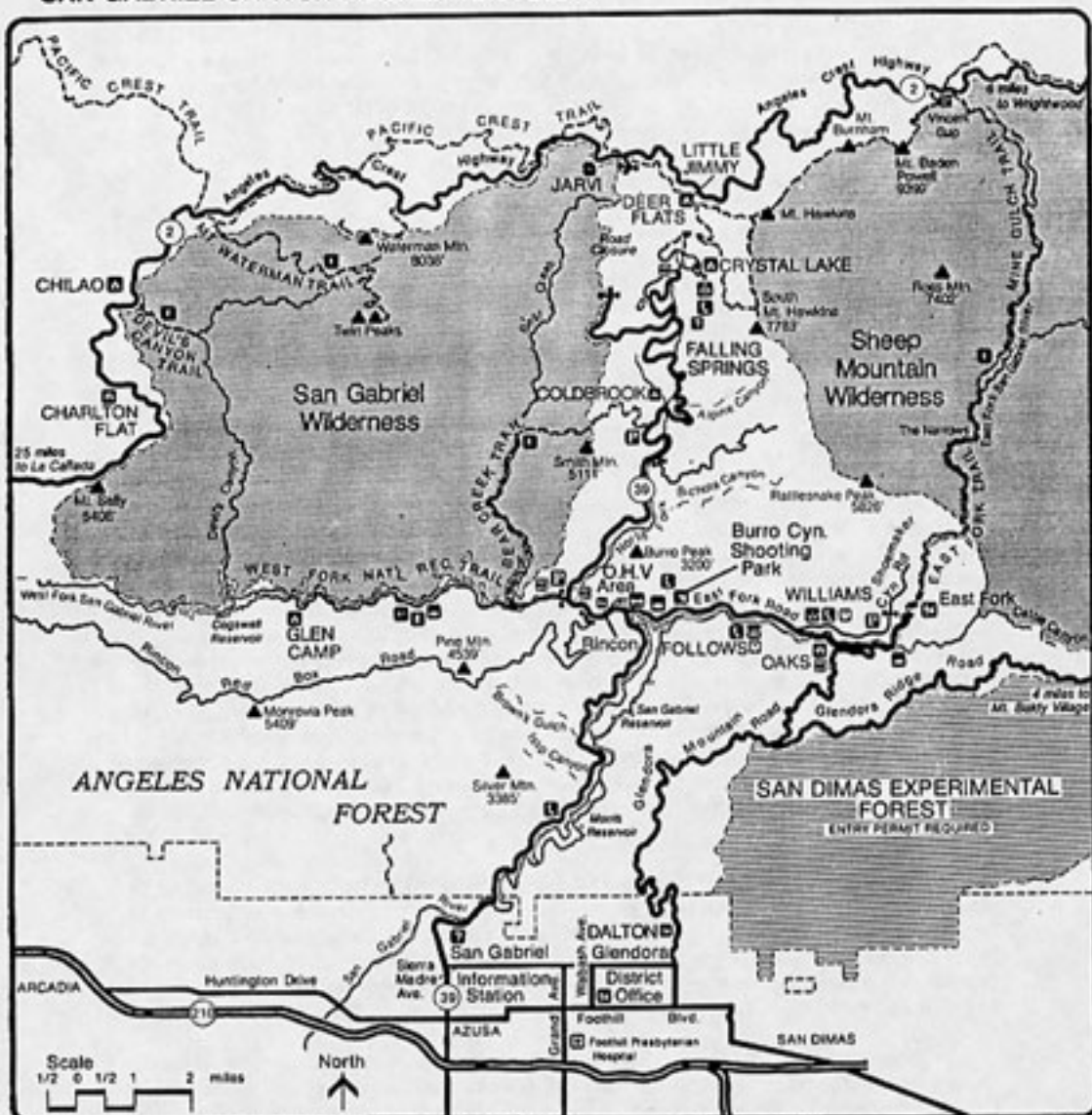
The Physical and Social Milieux

The San Gabriel Canyon is situated off Highway 39 by the city of Azusa. The Canyon offers a variety of recreational options including picnicking, off-highway vehicle riding, hiking, camping, horseback riding, stream play, sightseeing, recreation minerals collecting, and fishing. A map is provided on the next page of this report.

The Canyon, located on the Angeles National Forest, is within one hour drive of over 10 million people, and within a two hour drive of another 6 million people. To term it an "urban" National Forest may be understating the case. This Forest may be the most urban of all the National Forests. Urban development reaches the borders of many Forest locations, including the San Gabriel Canyon.

Recreation is one of the major activities on the Forest with dispersed recreation increasing in popularity. In 1987, it was estimated that 53% of the use on the Forest was dispersed recreation. This use is concentrated in several sites and some sites have been termed "concentrated dispersed use" sites (Hartley, 1986). During the summer months "Barbecue Alley" and other sites in the Three Forks area of the San Gabriel Canyon receive concentrated dispersed use, during the winter this shifts to the north end of the Canyon to the Crystal Lake area for snow play. Dispersed use in some sites, like Barbecue Alley, is over safe capacity during peak periods. The San Gabriel Canyon is managed by the San Gabriel River Ranger District of the USDA Forest Service.

SAN GABRIEL CANYON RECREATION AREA



- | | |
|--------------|-----------------|
| PICNIC AREA | AMPHITHEATER |
| CAMPGROUND | RANGER STATION |
| PRIVATE CAMP | RESTROOMS |
| HIKING | FOOD |
| FISHING | LODGING |
| BICYCLING | PHONE |
| VISTA | RESTAURANT |
| PARKING | TARGET SHOOTING |
| INFORMATION | |

- | |
|----------------|
| HIGHWAY |
| SECONDARY ROAD |
| TRAIL |
| CLOSED GATE |
| STREAM |

Scale
1/2 0 1/2 1 2 miles

North
↑



United States
Department of
Agriculture



Forest Service
Angeles National
Forest

The following report describes what the San Gabriel Canyon was like 10 years ago, what it looks like today and where it could be in another 10 years. The report combines recreation visitor data collected over the last ten years as well as results of interviews with agency members and resource managers of the San Gabriel Canyon.

General District Information

The managing agency receives an allocated annual budget of approximately \$95,000 for dispersed and developed recreation. Additional funds are received from the parking fee program and Green Sticker funds from the State of California (these are used in the off-highway vehicle area). The parking fee program began as an agreement with County and State roads in 1988. Because the fee program is currently in place, the Canyon is not subject to the Forest Adventure Pass program. Eventually the parking fees program may be managed under the Adventure Pass program.

Sites in the Canyon are often over capacity and it is not unusual for potential visitors to be turned away from the area. The biggest single weekend for visitation is Labor Day.

There are a few features in the Canyon that are not examined in detail beyond this section of the report. They include Bear Creek Trail, the recreation residences, and the Pigeon Shooting Area. Bear Creek Trail is one entrance into the San Gabriel Wilderness, though not a popular area because it is often hot and dry. There will probably not be much change in management; they will keep it open and maintained. There are recreation residences throughout the Canyon, many found close enough to the road that they act as a deterrent to most visitors for getting too far off the road (probably acts as a deterrent because visitors perceive all the surrounding area as personally owned). Most of the residents are white, a few are Asian, and one is Latino. Also the Canyon is very steep so recreation visitors mostly stay close to the road. The Pigeon Ridge Shooting area was closed in 1994. It was not a developed area and was mostly unmanaged. At one point the area had been a tree plantation but few trees are left. The area is in need of resource rehabilitation but has severe lead problems which will mean a lengthy wait for the rehabilitation. (Another shooting area opened in the Canyon about the same time as this site closed.)

The Canyon was plagued by severe trash buildup (up to one foot deep in places) so the managers developed "Operation Super Sweep". It took two years of concentrated effort to cleanup the backlog in the Canyon in the early 1990s. Also there was a great deal of vandalism in the Canyon. It has been noticed by managers that less vandalism occurred in the Canyon after Spanish language signing went up. One manager thinks that was because respect was being shown to some visitors so they acted respectfully.

The managers of the Canyon have been involved in environmental education programs for many years. These programs were the result of recreation visitors surveys conducted in the Canyon. According to one agency member, those surveys caused the managers to think differently and offer programs not traditionally offered. One program was developed and instituted just prior to the riots in Los Angeles--the ECO-Teams. In the Spring of 1992 the managers developed a partnership whose focus was a strategy for communicating face-to-face which they called ECO-Teams. The partnership includes agency members, the California

Environmental Project, and the Los Angeles Conservation Corps. The managers needed to be able to communicate with all visitors; they needed to get and give resource information. The ECO-Team was their communication network. About 70 youth were hired in the first season and were deployed to all Districts of the National Forest, including the Canyon. These youth were inner-city residents of Los Angeles. The team members received environmental education training and were to take that knowledge to the visitors in the Canyon. Team members spoke multiple languages including English, Spanish, Korean, Farsi, and Chinese. The managers believe ECO-Teams probably had an impact, but are not sure how enduring it will be. They did notice a change of visitor behavior. For example, prior to ECO-Teams the managers used Operation Super Sweep to clean the Canyon, and then used the ECO-Teams to request visitors keep the sites clean by using trash bags and taking them to the roadway when they were exiting the area. Managers found that visitors did hear the messages of the team members and did place the full trash bags at the roadway.

Though ECO-Teams have been discontinued they have been replaced by ECO-Heroes. The idea was to enhance ECO-Teams by making new hero members those who already have or are working toward a college degree, especially in environmental education. The managers are hoping it will be easier to impart the informational concepts of the environmental education program both in the field and classroom. The project focus is the school system.

Another older, and currently defunct, educational program was the Forest Information Van. Here the idea was to create a more sophisticated method of information delivery to visitors. The van was almost a mobile visitor center with lots graphic images, information, and flashy design. It was very attractive and when it stopped at a site people would come to see it. It was staffed by California Environmental Project volunteers and ECO-Team members who were able to answer general questions about local recreation sites as well as ecological questions. It was used at schools, fairs and community events. It was instituted in the Spring of 1993 and discontinued in 1996.

Social Survey Information

For the last 10 years data have been collected periodically from visitors to the San Gabriel Canyon. While a small number of studies include developed sites in the high country, most of these studies were conducted at dispersed sites on the West Fork and the Oaks Picnic Area of the East Fork.

Socio-demographic Profile

Race & Ethnicity The Hispanics in California consist primarily of those born in the United States, those born in Mexico and those born in Central America. These subgroups may differ from each other on many attributes salient to outdoor recreation such as visitation patterns, preferences, and attitudes (Chavez, 1993b).

Age Average age ranged from 26 to 31 (Absher & Winter, 1997; Chavez, 1992; Chavez, 1993a; Ewert & Pfister, 1991). In one study (Chavez, 1992), where ages were compared

between race and ethnic groups, Hispanics averaged 26 years of age, compared to 34 years of age on average for whites.

Group Size Respondents were asked the size of group they were recreating with, or group size was evaluated by data collection team members. One study showed group sizes to be relatively small with averages of either 3-4 or 5-6 (Absher & Winter, 1997). Other studies indicated group sizes from 7 to 11 (Chavez, 1992; Ewert & Pfister, 1991; Simcox, Pfister & Hodgson, 1989). Another study of Central Americans indicated average group size to be 15 (Carr & Chavez, 1993).

Place of Birth The results from two studies showed that most the respondents were born in Mexico (Caro & Ewert, 1995; Ewert & Pfister, 1991), followed by the United States, then Central America (Ewert & Pfister, 1991). Another study indicated most were born in the United States, followed by Mexico (Chavez, 1993a).

Recreation Patterns

Activities Four studies which included sites along the San Gabriel Canyon asked the main activities of the respondents. Three studies indicated the top two activities were to picnic and relax (Carr & Chavez, 1993; Chavez, 1992; Chavez, 1996). Other main activities at these site included hiking and visiting with others (Chavez, 1993a), creek play and church activities (Carr & Chavez, 1993), and enjoying the water (Chavez, 1996). Studies that addressed visiting with family and/or friends indicate that many respondents were at there for visitation (Chavez, 1996; Ewert & Pfister, 1991), though this may not have been the main activity at the site.

Repeat Visits Six studies asked the respondents if they were visiting for the first time or were on a repeat visit to the recreation sites. In two studies, most were either on their first visit or had made their first visit within the previous year (Hodgson, Pfister & Simcox, 1990; Simcox, Pfister & Hodgson, 1989). In four of the six studies, the majority of respondents were on repeat visits (Absher & Winter, 1997; Chavez, 1992; Chavez, 1993a; Chavez, 1996). Notes that these studies occurred later in time than the ones showing mostly first time visitations. One study indicated that most respondents had visited 3 or more times previously and almost all planned to return to the sites (Chavez, 1993a) while another study showed that many had been visiting the sites for 3 or more years (Absher & Winter, 1997). People who return to sites, particularly people who say the site is their favorite place offer a great opportunity to managers. These people have more reason to get involved in the management of sites and perhaps even serve as site hosts (Chavez, 1993b).

Planning Another study showed that respondents did little advance planning for their recreational outing and travelled one hour or less to get to the study site (Simcox, Pfister & Hodgson, 1989). One other study indicated that about half the groups encountered had alcohol present (Ewert & Pfister, 1991).

Managerial Issues and Techniques

Language Seven of the studies asked the primary language spoken by the respondents. In four studies the respondents indicated that they spoke Spanish as their primary language (Absher & Winter, 1997; Carr & Chavez, 1993; Chavez, 1996; Ewert & Pfister, 1991), in one study (Simcox, Pfister, & Hodgson, 1989) almost equal numbers of respondents spoke Spanish as their primary language as spoke English as their primary language, while in two studies (Caro & Ewert, 1995; Chavez, 1992), English and Spanish were both listed as primary language spoken. Even though some Hispanics speak Spanish fluently, it should not be assumed that they also read and write Spanish (Keefe & Padilla 1987). Simcox and Pfister (1990) recommended that informational systems in areas visited by Hispanic users rely on international symbols.

Information Sources In one study respondents were asked how they first learned about the site. Most learned about the area through personal channels—family and friends (Hodgson, Pfister & Simcox, 1990). In the same study many respondents said they prefer to get their information off-site via newspapers, radio, and television. Thus, they may tell us how they want to get information but it may not match the way they actually received their information. Their preferences for receiving information on-site included brochures, signs, and rangers (Hodgson, Pfister & Simcox, 1990). Most of these respondents also had talked to others about their last recreation outing.

Depreciative Behaviors Depreciative behavior includes destruction and defacement of facilities, natural features, and vegetation; graffiti; litter; rowdiness; intimidation of other users; destruction and theft of private property; and other crimes (Stickers, 1983). Many of these depreciative behaviors are found along the Canyon. Stickers (1983) noted that some depreciative behaviors are purposeful and others are incidental.

Manager Interviews

The Canyon Ten Years Ago

In general:

- While some visitors were white, change in visitor groups were noticed by resource managers, particularly noticeable was the visitation to dispersed areas by Latinos. Some developed areas were also being heavily used by Latinos.
- Recreation uses included picnicking, off-highway vehicle riding, hiking, camping, horseback riding, stream play, sightseeing, recreation minerals collecting, and fishing.
- Some sites were used primarily by whites while other sites were used primarily by Latinos.
- Front country area visitors typically used wood fires and coal barbecues for picnics.
- Communications were provided in English.
- Few environmental education programs were in place.
- Heavy law enforcement presence.
- A great deal of vandalism occurred; in some sites this caused decreased use by visitors who had been using those sites.

- Trash was up to one foot high in some places; lots of graffiti.
- Many facilities were beginning to deteriorate.
- The Canyon was perceived by managers and many visitors to be a dangerous place from environmental health and personal safety standpoints.
- There was a sense of hopelessness about the area by managers and employees.

Site specific:

Crystal Lake Recreation opportunities at Crystal Lake include camping, backpacking, hiking. This is high country which receives predominately white visitors to the campground area and Latinos to the picnic area. Ten years ago managers noted the campground was used less and less. It was staffed by Forest Service employees. The site had a lot of after-hours "nocturnal day use" (illegal activities—gang activity, drug activity, alcohol, fights, violence, graffiti, vandalism) during the summer months which resulted in some people being scared to use the area. Winter use is significantly higher and is mostly snow play. It is predominately Latino visitors to recreate there in the snow play areas; there is no winter sports program and is simply "play time" with whatever "toys" are available.

Falling Springs A resort with a restaurant and cabins. It was sold in 1991 or 1992 and was managed by a Korean couple. Most of the use was by Koreans, particularly church groups. It was an opportunity to increase use, which was not realized. It was shut down in 1993 or so.

Coldbrook A highly desirable campground with a host/caretaker. It is a small campground with running water (a stream runs through campground, even runs through some camp sites). It mostly got generational use (families would follow other family members there) and was limited to those who knew about it, mostly whites. It was managed on a first come, first serve basis.

Off-Highway Vehicle Area The Off-Highway Vehicle area was already in existence. An agreement for the activity was developed between the Los Angeles County Public Works and the Forest Service. The Forest Service managed the activity. Because water from here is used for drinking water there is no fishing or swimming. Some safety problems because people see it as another picnic area, which is not a good mix with vehicles. Most of the area visitors were white. The site was established in 1982 with use fees established in 1985. The biggest management concern was alcohol related accidents.

West Fork Area This dispersed use area is ravaged by trash, up to 2 feet deep. It was an eyesore with trash, diapers, graffiti, vandalism and violence. Managers could not keep up with the many problems found here. There were many, many visitors, mostly Latino. There was no information program, no bilingual signs, no environmental education, and heavy law enforcement presence. The site needed more manager presence. Visitors typically had coal barbecues or wood fires. Also, there was no restroom nearby with visitors needing to travel one mile or so to use the restroom facilities. There was little emphasis on getting to know the visitors and there wasn't a volunteer corps then.

East Fork Area This area had dispersed use as well as a developed site called the Oaks

Picnic Area. The picnic area had a pit toilet and cement tables. There was little vegetation and a lot of people, mostly Latino. While overused it was not really considered problematic. Some recreational mining and dredging is done by mostly white visitors.

The Canyon Today

In general:

- Whites primarily visit developed sites. Minorities visit both dispersed and developed sites.
- Recreation uses includes picnicking, off-highway vehicle riding, hiking, camping, horseback riding, stream play, sightseeing, recreation minerals collecting, and fishing.
- Many front country summer visitors are there for "play time" with whatever "toys" are available.
- Many high country winter visitors are there for "play time" with whatever "toys" are available.
- Front country area summer visitors typically use coal and gas barbecues for picnics.
- Communications are provided in English and Spanish primarily. Some communications are also provided in Korean and Chinese.
- Environmental education occurs through various avenues including ECO-Teams, ECO-Heroes, the Forest Information Van, and Commencement 2000 (focus on this program are environmental careers).
- Some vandalism occurs.
- Litter being left behind in bags or even taken to the road.
- Anchored dumpsters have been added along the Canyon.
- Many facilities in the upper Canyon (not subject to the parking fees) are highly deteriorated.
- Resource rehabilitation of many sites is needed.
- Health and safety have improved.
- Managers believe it is possible to improve conditions in the Canyon.

Site specific:

Crystal Lake The site has similar activities as 10 years ago. It was closed for 2 years due to funding difficulties. On-site are some historic facilities so there are special protocols and processes for maintaining the cultural facilities. It is difficult to meet those requirements and also meet visitor use needs. In October, 1995 a concessionaire contract went to a group that was bilingual. While use of the site started out low, it has increased significantly.

Falling Springs This site is not currently open. While this is a very beautiful site it is also very deteriorated. There is no way to get water to the site to provide the services (swimming pool, septic system, etc.) the previous caretakers wanted. The area could be rehabilitated as a picnic area, a day use area, or an overnight campground with no facilities.

Coldbrook is currently heavily used. The Forest Service has struggled with keeping hosts there. The previous hosts have been transient and some have had drugs and alcohol difficulties.

The Canyon has a large volunteer association but they haven't been able to locate permanent hosts. There are deteriorated facilities including pit toilets which are in bad shape. Mostly white visitors, some younger families, and mostly local use.

Burro Canyon Shooting Park The site opened in 1994. It is a managed shooting site that has been developed, is run by a concessionaire, and receives a mixed demographic use by Latinos, whites, Middle Eastern, and Asian. Visitors to the site shoot at targets, from designated areas, and there is a designated parking area.

Off-Highway Vehicle Area This area is well used but suffers from some deteriorated facilities, some of which were poorly designed. One of the biggest management issues has to do with people driving vehicles under the influence of alcohol (which is not allowed in the area). A big focus has been on education and information. The area gets Green Sticker funding, and low water years result in lower budgets. There is an active constituent group. Visitors are mostly whites though there are a wide variety of races represented there.

West Fork Area There has been a change from a canyon in disarray to one that is now more pleasing. While those engaged in mining, backpacking/hiking activities, and fishing are mostly white, it is the Latino groups who picnic in the area and use the area for religious ceremonies. The amount of graffiti in the area has dropped, there is less violence during the day though some still occurs at night. Visitors are heeding educational and informational campaigns; for example they are moving from coal barbecues to gas grills. Family oriented activities are closest to the road and as little as half a mile back along an access road use diminishes quite a lot. Along this road are 4 fishing platforms with easy access for all visitors. Funding for this area has improved and some facilities are being replaced (e.g., restrooms).

East Fork Area Oaks is the only picnic site in the Canyon except Crystal Lake. This area needs to be closed and the resource rehabilitated. There is no vegetation and there are heavily compacted soil conditions. There are many people present in the Oaks Picnic Area, particularly Latinos. There are often so many people sitting on the walls that managers report you cannot see the picnic site. Managers also report that there are apparently no social space barriers as families share space even when they don't know one another. Managers are not concerned over the number of people as the impact to the resources. Near the Oaks area are some occupancy issues, namely homeless people who live in the area. Further downstream there is mining and dredging, mostly by whites. There are some conflicts between miners and those there to picnic. Even further down the road there is reconstruction of the trailhead to the Sheep Mountain Wilderness.

The Canyon In Ten Years

In general:

- Predict continued use by visitors of many races and ethnicities.
- Recreation uses includes picnicking, off-highway vehicle riding, hiking, camping, horseback riding, stream play, sightseeing, recreation minerals collecting, and fishing.

Predict that off-highway vehicle opportunities will increase, and fishing, boating and bike rentals will become available.

- Predict increased conflicts between picnic groups and recreational mining.
- Various racial and ethnic groups will use all sites.
- Predict increased use of high country all year long.
- Ideally a safe recreation opportunity will be available to all visitors.
- Will see the outcome of various environmental education programs.
- Facility conditions in the upper Canyon will be quite severe with possible problems arising in the lower Canyon.
- Resource rehabilitation of sites will cause closure of some sites entirely during rehabilitation, though some sites can remain open to limited use.
- Should fee programs continue to be available, significant improvements in public access and facilities can be made.
- Forest Service will continue to manage using a large volunteer and host program.

Site Specific:

Crystal Lake Managers foresee a safe recreation opportunity for the public though historic facility conditions could be quite serious. They expect contracted (concessionaire) recreation opportunities to increase. And managers expect higher levels of use especially if Highway 39 re-opens and connects to Highway 2 (which is a Scenic Byway). This entire area is seismically unstable and roads will probably continue to face closures. If the roads are open it will result in a big winter sports use, possibly with increased use by whites for snow play. The resort at Crystal Lake could open and could have had boats available, as well as space for weddings, religious groups, bike rentals, etc. Lake activities then could increase and it might generate a different user group.

Coldbrook Managers want to keep the campground open because it is desirable to visitors. It is small so it is difficult to generate the funds needed to replace the facilities. The area needs to be closed and the resource rehabilitated since there is little vegetation and thus no natural barriers between camp sites. Could be incorporated into Crystal Lake concession as a package deal.

Burro Canyon Shooting Park There are big plans from the concessionaire for dormitory structures for law enforcement agencies training. If funded it could be big site. Focus needs to stay on the shooting opportunities for the general public.

Off-Highway Vehicle Area Los Angeles County does not want to be involved in the parking fee program anymore and it will probably be managed by the Forest Service. The Forest Adventure Pass program could be instituted here if it is made a permanent funding source. There is a desire for more off-highway vehicle opportunities. Use by ethnic minority groups should increase. There may be a need to limit use if over capacity.

West Fork Area Similar ethnic patterns (i.e., whites fish, hike, mountain bike while Latinos picnic) are expected though managers foresee Latino use increasing. Managers expect to see the positive outcome of environmental programs (ECO heroes, Commencement 2000).

Fishing will increase and will include more ethnic minorities than currently found. Visitors will be aware of the many opportunities available in the Canyon. There will be increased use by African-Americans and Asians. More ethnic group members will see the Forest Service and the natural environment as a career option. Managers do not foresee new recreation opportunities at this area. The area will be in need of resource rehabilitation.

East Fork Area The area will have the exact same activities, except an increased presence of mining activity, and there may be increased conflicts between miners and picnickers which will need to be managed. There is not much room for expansion. The Oaks Picnic Area will have high levels of use. If there is a need to close the picnic area for resource rehabilitation then managers hope to close small sections at a time rather than the entire site. There will be no new developed sites and no fixed improvements.

Research Needs

Research Needs

- Need entire canyon studied for watershed planning.
- Socio-demographics: race, ethnicity, age, gender, city of residence, income, birth place.
- Visitation patterns for summer and winter use; number visits per year and number of years visited; favorite sites and alternate sites; repeat visitation.
- Favorite site features; manmade and natural.
- Communication patterns; preferences and who visitors share information with.
- What programs and services (e.g., bilingual program) have been effective? Desired?
- Interest level in various activities that are or might be offered; interest in volunteerism.

The first priority is to conduct research throughout the Canyon.

Items important to know include:

What is the percentage breakdown of race and ethnicity, age, gender, zip code, income, place of origin, generational status, generational use?

What are the visitation patterns by number of visits, number of years visited?

Seasonal (summer and winter) visitation patterns.

Do visitors share this experience with others? Have those others then come to recreate?

What do visitors want? Clean facilities? More services? More programs? Which services and programs have been most effective? There is a need to evaluate the programs that are offered; for example, is the bilingual education component working?

Does talking to people at school work better than talking to them at the site?

What is the feedback on field personnel? What are the perceptions and opinions of field personnel? What should field personnel be doing? Are they helpful?

When visitors see an employee what is their impression of them? Are they viewed as law enforcement and trouble, or someone a visitor can go to for help?

Do the visitors get the information they need? Is it better to read it? Do they have to talk about it and experience it?

What needs to be done to get more users to spend the night?
If repeat user, have they ever ventured beyond the contact spot in the Canyon? If yes, did they see something else they would like to do? And did they do it? Why or why not?
Do visitors know what a volunteer is? Would they be interested in volunteering? Why or why not?
Do visitors recreate further away from Barbecue Alley and along Highway 39 where there is more space?
Are there safety issues? When visitors come to the forest do they feel safe? Do visitors come alone or do they need another person along?
Do visitors spend time planning? Are visitors prepared for an outdoor experience?
Would visitors recreate here if there was no river?
What are the favorite site features (developed and natural)?
Why do visitors recreate here?
What motivates visitors to go to these sites? (Time, money, day trip only, proximity of water, ease of access?)

If data can only be collected in the three forks area, then the same questions need to be asked. Also ask if there are there other places here that visitors would like to see another picnic site? Or do visitors prefer only Oaks?

Use of the Research Findings

Results from recreation research can be utilized in many ways including:
Planning of activities and opportunities.
Development of a watershed plan.
Defend the ability to prioritize budget, and to acquire funding.
From the human resource perspective it will fill the need to show that communication techniques in use are important.
Provides an opportunity to offer what the customer needs.
Research is needed to support assumptions and intuitions that managers may already have; provides a scientific verification of impressions.
Results will drive decisions for changes of management strategy.

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